

Training Continuum for CIVIL SERVICE EMPLOYEES



**A Guide to Training and
Professional Development
FOURTH EDITION**



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or contact your Bureau Training Officer.

A Message from the Director



As the Director of the Foreign Service Institute, I am pleased to issue this second edition of the *Training Continuum for Civil Service Employees*. It provides an overview of appropriate training for you to consider as you look ahead in your public service career. It also includes information on internal and external resources, Individual Development Plans (IDP), and on other options for developing your career.

We must ensure that every individual working in the State Department has the opportunity to receive outstanding training. The Secretary of State, the Under Secretary for Management, the Director General, and I enthusiastically support ongoing professional training for all of our employees. We believe that training should not only be expected but also required.

As we train for the future, the Department is committed to developing talent and leadership effectiveness at all levels in a way that values all aspects of the diversity that each individual brings to our organizational culture. Valuing diversity is a principle that we encourage throughout our curriculum, with particular emphasis in our leadership and management courses.

Supervisors play a significant role in fostering training and development and may use this document as a guide for providing short-term and long-term career development opportunities for their staff. The supervisor's encouragement and support for training demonstrates a commitment to developing and retaining good employees.

At FSI we are always seeking new and better ways to accomplish our core mission of diplomatic readiness. The Institute is the premier training institution for the foreign affairs community. We offer more than 425 courses in a variety of fields with more than 35,000 enrollments a year. This training is tuition-free to Department employees. This is a real benefit for all State Department employees. We recognize, however, that classroom training is just one aspect of professional development. The Department's leadership team wants to enhance the synergy and respect across both the Civil Service and Foreign Service by creating more opportunities for on-the-job training through rotational assignments both domestically and abroad.

It is fortunate that recent technological advances are making it easier for us to deliver training both at home and abroad. I urge you to look at the new distance learning programs. These offerings are exciting ways to make training accessible to you, when you need it, at your desktop. We look forward, in the future, to expanding this type of training opportunity.

We understand and appreciate that the Civil Service career path is not always a direct route. Our hope is that this document will provide you with a roadmap that will further your career by meeting your developmental needs. We also hope that you will always serve with pride here at the Department of State.

Katherine H. Peterson
Director, Foreign Service Institute

Contents

Introduction	1
Competency Development	4
FSI Training	6
Area Studies	6
Information Technology	6
Language	6
Leadership and Management	7
Public Diplomacy	9
FSI Distance Learning Program	10
FasTrac	10
School of Language Studies (SLS)	11
School of Professional and Area Studies	11
School of Applied Information Technology (SAIT) Distance Learning Program	11
Training for All Civil Service Employees	12
Basic Level Training	13
Mid-Level Training	15
Senior Level Training	19
Training Continua for Specific Series and Job Functions	21
Acquisition and Assistance	23
Administrative Management	47
Consular	67
Engineering, Architecture and Design	75
Financial Management	98
Foreign Affairs	113
Human Resource Management	125
Information Technology/Telecommunications	134
Logistics	163
Office Support Professional	186
Public Affairs	194
Security	206

External Training (Non - FSI Training)	219
Career Development Programs	222
Long-Term Training Opportunities	225
Overseas Opportunities	227
FSI's Transition Center	227
FSI's Career Transition Center: Life After Federal Service	229
The Career Development Resource Center: An Important Resource For Career Planning ..	230
The Individual Development Plan (IDP)	234
Requesting Training	236
Competency Definitions	237
OPM Leadership Competency Matrix by Course Title	241
Other Resources	247

Introduction

What skills do I need to perform my job at the highest level?

What skills do I need to advance in the Department?

What kinds of training would help me develop these skills?

Where can I go to get the training I need?

Civil Service employees ask these questions every day. Employees want to know what it takes to be competitive for positions with increasing responsibilities and rewards. They need to know what types of training and professional development opportunities are available to help them plot their career progression. They want to perform in their current positions with confidence and skill, and prepare to take the next step on the career ladder.

This Training Continuum is designed to answer these questions and more. It is a career planning tool: a ‘road map’ for training and professional development. It was developed by FSI faculty and staff in collaboration with the Human Resources Office of Civil Service Personnel

Management, the Office of the Ombudsman for Civil Service Employees and numerous Bureau subject matter experts.

We hope you will find this tool useful throughout your career when working with your supervisor, bureau, and training officer to design your Individual Development Plan (IDP). It provides a broad overview of appropriate learning opportunities that you should consider as you plan your professional development within the Department of State.

A training continuum is one way to ensure that you systematically acquire the knowledge and skills you need for successful performance, from basic to senior level. However, Civil Service career progression is rarely a direct, straight line. It’s more

often like a country road with twists, turns, and even detours. Indeed, careers frequently include bridges that link different job series and span several career paths. Therefore, if you are considering a change from your current career field into one of the occupational families specifically addressed in this publication, the Training Continuum can help you determine the training and development you may need to bridge into your new career field.

Training is meant to develop the proficiencies you need at each level of your career, and, equally important, provide a foundation for you to progress into areas of increased responsibility. You and your supervisor will want to adopt a career, rather than job focus. This means choosing courses based on what you need to know to perform in your current position at the highest level AND what you need to learn to advance to your next career stage.

It also means recognizing that people often have very different competency levels at the same time, regardless of their grade level or years of service. For example, a person may be at an advanced technical level while having writing skills that are more basic. It is important to view this *Training Continuum* as one part of the career development process. Assignments and on-the-job experience complete the structure.

This publication includes training continua for all Civil Service employees as well as training continua for Civil Service in the following occupational families:

- Acquisition
- Administrative Management
- Consular
- Engineering, Architecture and Design
- Financial Management
- Foreign Affairs
- Human Resource Management
- Information Technology
- Logistics
- Office Support Professional
- Public Affairs
- Security

The occupational families above were selected for inclusion based on the prevalence of Department of State Civil Service employees in those job families.

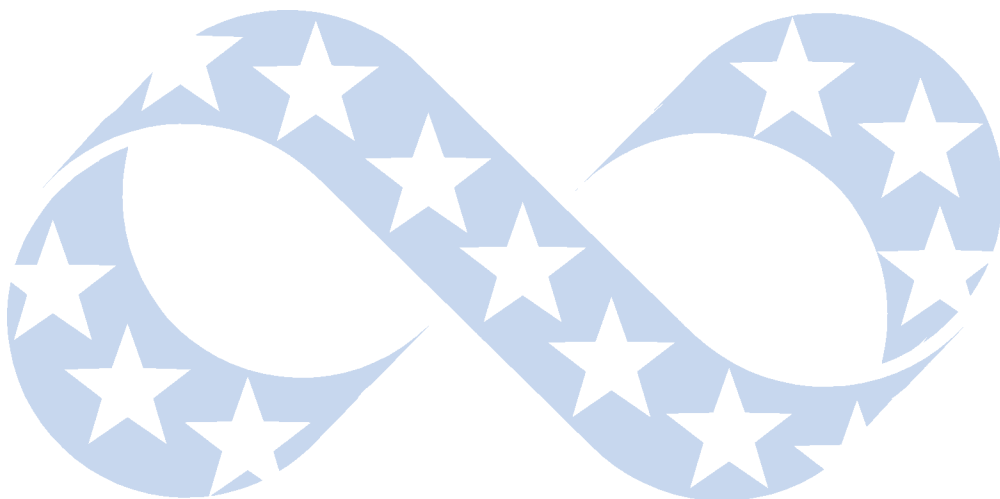
The Training Continua are divided into Basic, Mid and Senior levels to reflect courses, rotational assignments and developmental activities usually completed at those levels. We have intentionally excluded grade ranges for these levels on the training continua charts to emphasize the importance of seeking training and development that is geared to your specific developmental needs rather than your current grade level.

However, here is some guidance on the grade ranges that generally reflect these three skill levels. The basic level generally encompasses up to GS-09. Mid-level usually refers to GS-09 through GS-13, while the senior level generally refers to GS-14 and above. **This varies, however, among occupational families and should not be considered as an absolute.**

In selecting training courses and developmental activities, you and your supervisor should consider your educational background, previous training and experience, job requirements, and career aspirations, as well as course prerequisites.

Employees need expertise in the technical aspects of their positions but are also expected to have outstanding interpersonal and communication skills as well as leadership skills. This *Training Continuum*

includes suggested courses and developmental opportunities for all of these areas. The courses listed develop and strengthen the necessary skills and competencies required for employees at their current level, while also teaching those preparing for advancement to learn new and relevant skills. The courses use practical, hands-on teaching methods, relevant theoretical frameworks, and Department-specific applications. It is not mandatory to take courses in a particular order, although some classes do have prerequisites. This document can help you take an informed, active role in making training and career development decisions. As you become familiar with this *Training Continuum*, you may have additional questions. When these occur, please visit the OpenNet FSI website at <http://fsiweb.fsi.state.gov> or contact your Bureau Training Officer.



Competency Development

Throughout this document you'll find references to the Civil Service leadership competencies, which were established by the U.S. Office of Personnel Management (OPM). These competencies are defined as "the underlying characteristics - such as traits, skills, knowledge or abilities - which result in, or contribute to, successful job performance." The 27 individual competencies listed below are defined toward the end of this publication. The competencies fall into five general categories that refer to the ability to lead change; lead people; achieve

results; manage resources; and build coalitions through communication, influence and interpersonal skills. Gaining knowledge, skills or abilities in these competencies will help you to achieve successful job performance and career growth in your current occupation or as you bridge into other fields. In addition to developing your technical competencies in a given field, you should also ensure the development of these broader OPM leadership competencies, which are critical to your overall success.

Leading Change

- Continual Learning
- Creativity and Innovation
- External Awareness
- Flexibility
- Resilience
- Service Motivation
- Strategic Thinking
- Vision

Results Driven

- Accountability
- Customer Service
- Decisiveness
- Entrepreneurship
- Problem Solving
- Technical Credibility

Leading People

- Conflict Management
- Leveraging Diversity
- Integrity/Honesty
- Team Building

Business Acumen

- Financial Management
- Human Resource Management
- Technology Management

Building Coalitions/Communication

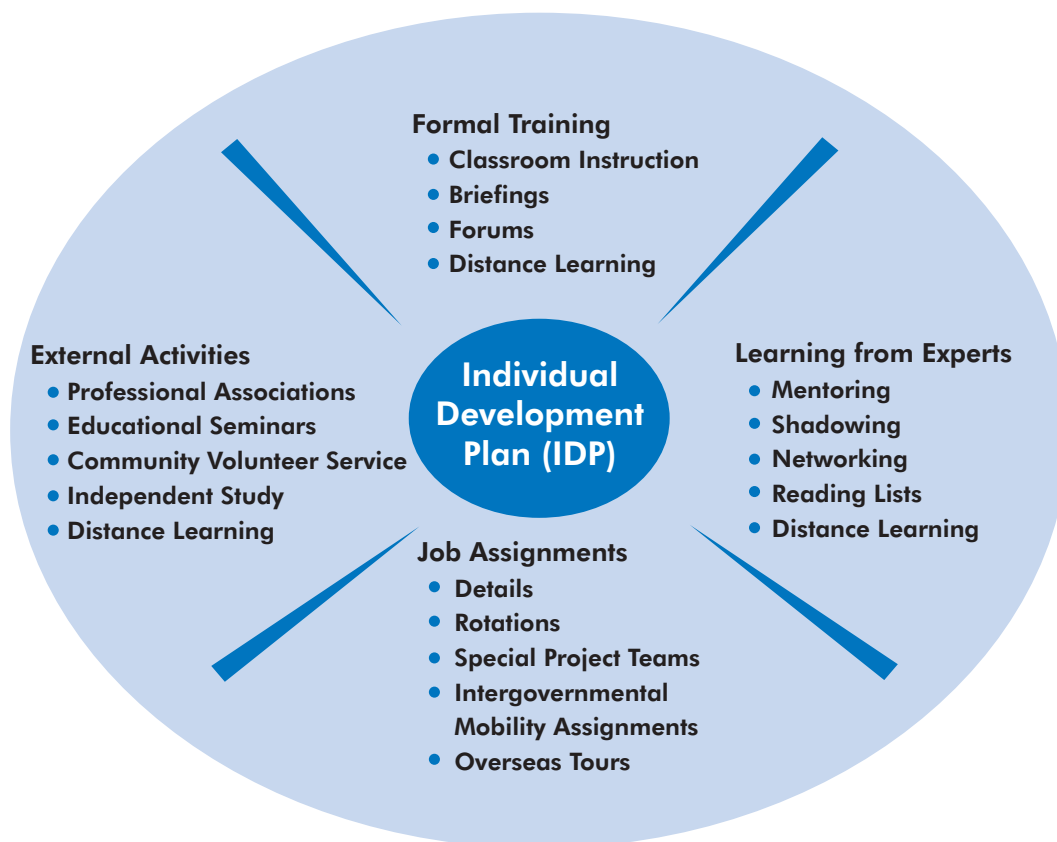
- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Partnering
- Political Savvy
- Written Communication

You, your supervisor, and Bureau Training Officer may find the following competency development model helpful as you create an Individual Development Plan. This model may be used at any step in your career development to enhance current performance, as well as to help you become more competitive for career advancement. When combined with other Department publications, including *The Leadership and Management Training Continuum* and the *FSI Schedule of*

Courses, this document can help you take an informed, active role in making training and career development decisions.

This model is a comprehensive approach to employee development. It includes formal classroom training, special work assignments, details to other agencies, and cross training. Employees should use a variety of methods to acquire skills and develop professional competencies.

Leadership Competency Development Model



FSI Training

While this Continuum highlights training important for you throughout your career as a Civil Service employee, and specifically lists courses offered in different functional series, you should also be aware of other training that is critical to perform your work successfully.

Employees working in specific geographical areas may need the ability to communicate effectively with nationals from those areas and to understand important dynamics within that country and in the region where the country is located. Some employees may do temporary duty (TDY) or excursion tours overseas. Such employees should take advantage of opportunities to develop knowledge and skill in languages and in area studies for countries with which they work. Likewise, all employees need to be able to work in a worldwide environment that relies heavily on technology and contemporary approaches to managing resources, human and other.

Area Studies

The nature of work in an international affairs agency requires knowledge of the social, political, cultural, economic, religious and government policy dimensions of different foreign countries and regions.

Area studies should be taken prior to a TDY or excursion assignment to a country or region, or when you undertake work in a geographic bureau or in a functional bureau position with a geographic portfolio.

Information Technology

Work in today's world cannot be performed effectively without the ability to use computers and other forms of technology. Many of the courses include training in the use of technology to perform different types of work. All employees should have basic computer literacy and proficiency in the standard software packages in use throughout the Department. You should contact FSI's School of Applied Information Technology (SAIT) or consult the FSI OpenNet website at <http://fsiweb.fsi.state.gov/fsi/sait/default.asp> for training opportunities in this area. Many of the technology courses are available through distance learning (see the section titled *FSI Distance Learning Program*.)

Language

Because language training is targeted toward Foreign Service employees with overseas assignments, Civil Service employees may only enroll in language training if it can be documented that the need for such training is work-related. The documentation must come from the

employee's supervisor and must be approved through the FSI's Office of the Registrar.

Although the need for foreign language skills among Civil Service employees varies, some employees may spend time working with Foreign Service National employees and with other foreigners to accomplish their work goals. A TDY or excursion tour assignment may also entail working with host country nationals. Prior to these types of work assignments, employees should consider enrolling in language training such as early morning language or distance learning courses.

Leadership and Management

Leadership is not position or grade-based. It is, therefore, important for individuals at all levels of the organization to develop their leadership and management skills. The ability to work well with others, communicate and influence effectively, solve complex problems, and manage conflict are essential for high quality job performance. These, and other, interpersonal leadership skills are as important as intelligence and technical competence. They play a key role in professional development throughout an employee's career. FSI is very proud of the training courses offered by its Leadership and Management School. Its competency-based curriculum provides opportunities for individual reflection, knowledge expansion,

and skill development in personal and organizational leadership.

Elements of leadership and management principles are embedded in many of the courses. In addition, in each section of the Training Continua, reference is made to stand-alone courses offered by FSI's Leadership and Management School. The importance of developing effective leadership and management skills increases as your career progresses. You should consult FSI's *Leadership and Management Training Continuum* at <http://fsi.state.gov/fsi/lms/document.asp?FILEID=1016>. This provides more comprehensive information on courses offered in these areas, and on the specific competencies addressed by the leadership and management courses.

Mandatory Leadership and Management Training

On March 8, 2002, the Department mandated, leadership training for employees from mid through senior levels to ensure they have the necessary preparation for increasing levels of responsibility. By making selected leadership and management courses mandatory, the Department underscores its commitment to invest in and develop its employees. This intentional shift in our professional culture will, in a myriad of ways, pay dividends for both individual employees and the Department as an institution.

The designated leadership and management training courses, provided by the School of Leadership and Management, are mandatory

for both Civil Service and Foreign Service employees. Using the continuum approach, these courses are designed to be taken at different points along the course of an employee's professional career. The mandatory courses are indicated under Leadership and Management for the mid-level and senior levels on all of the training continua and consist of:

- PK245 Basic Leadership Skills (GS-13)
- PT207 Intermediate Leadership Skills (GS-14)
- PT210 Advanced Leadership Skills (GS-15)
- PT133 Senior Executive Threshold Seminar (Recently promoted to SES)

The Basic, Intermediate, and Advanced Leadership Skills Seminars are one-week courses based on the OPM leadership competencies and the Foreign Service promotion precepts. The Senior Executive Threshold Seminar (SETS) is a two and a half week seminar for newly promoted SES employees in the Department. It is to be completed within the first year after promotion into the executive service. It is the final rung of the mandatory portion of FSI's leadership and management training continuum. Finally, the continuum includes EEO Diversity Awareness training, mandatory for all managers and supervisors.

Those employees who have completed one of the following will be considered to have met the requirements for the mandatory leadership training:

- The War Colleges
- The Senior Seminar
- The Foreign Affairs Leadership Seminar (FALS)

Additionally, the following U.S. Office of Personnel Management-sponsored courses will be accepted as equivalencies for the mandatory leadership courses:

- Seminar for New Managers: Leading People (Basic Level)
- Management Development Seminar: Leading Organizations (Intermediate Level)
- Executive Development Seminar: Leading Change (Advanced Level)

Please note that only one or the above OPM courses may be substituted to meet the three-course mandatory requirement.

Leadership Competency Development Initiative

With the impending retirement of baby boomers in this decade, the Department anticipates many openings for supervisors, managers and executives. To develop its future leaders, the Department created the Leadership Competencies Development Initiative (LCDI). The Initiative enables Civil Service employees to begin preparing now for leadership positions. The benefits of the Initiative are available to all Civil Service employees, regardless of grade level.

Civil Service employees assess their leadership strengths and weaknesses, select competencies for further development and create and implement an Individual Development Plan (IDP) for leadership development. Please refer to the section, *The Individual Development Plan (IDP)*, later in this publication. For additional information, contact your Bureau Training Officer, HR/CSP or visit <http://hrweb.hr.state.gov/>.

The Department's 360-Degree Feedback Program

Obtaining constructive feedback is a valuable experience for those who seek to improve their leadership and management skills. A 360-Degree assessment tool provides feedback from multiple sources: self, peers, supervisors, and subordinates. There are various kinds of 360 tools, yet all are based on the premise that increasing self-awareness enhances one's effectiveness as a leader and manager.

FSI's Leadership and Management School is responsible for this Department initiative and is phasing the use of 360 tools into each stage of its Leadership and Management training continuum. For example, 360 feedback is currently used for the Deputy Chief of Mission course. It is also used for leadership training that is more content specific such as The Seven Habits of Highly Successful People and The Four Roles of Leadership. Additionally, it is going to be used in each mandatory leadership course.

If an individual is not enrolled in one of these courses and would like to participate in the 360-degree feedback program, they should contact the Leadership and Management School for more information. Over time, more specific tools will be developed to help employees obtain valuable insights into skill development needs at various times throughout their careers.

Feedback from the current and future assessment tools can benefit employees. A more long-term use of the results of this feedback instrument is to help employees identify skills to improve or enhance and incorporate appropriate training and development into an employee's Individual Development Plan.

Public Diplomacy

Public Diplomacy is everyone's business in today's information-saturated, global environment. All State Department employees should be aware of the Department's Public Diplomacy programs and services. They should understand how these tools can be used to advance U.S. foreign policy interests. Senior level Civil Service executives who must appear before the media to defend U.S. policies should take advantage of the media skills training courses offered at FSI. Civil Service employees who volunteer for hard-to-fill Public Diplomacy positions overseas, should take all required PD training in order to be effective managers of their programs at post.

FSI Distance Learning Program

FSI is committed to making learning more accessible. Distance learning is one way to maximize the number of employees who receive the training they need by providing greater flexibility among training options. FSI's distance learning strategy, in its many variations, is addressing the changing requirements of a rapidly evolving workforce and helping employees to develop the skills that will contribute to their productivity and efficiency on the job. FSI now offers courses, over OpenNet Plus and the Internet, that are produced and delivered by commercial and academic institutions, as well as the Institute. The course offerings include foreign languages, technical skills and leadership competencies.

For some courses, you can set your own pace and work at your convenience. For others, you will be guided by a teacher at FSI, who will post the lesson for the week online on the OpenNet Plus, assign tasks to be completed by a deadline, and communicate electronically with the class and with individuals. This is a convenient and highly personalized way to learn.

FasTrac

The FasTrac distance learning program provides access to thousands of commercial courses in such areas as management and supervision, planning, customer service, human resources, project management, strategic planning, and information technology. Many courses take two to eight hours each to complete and access to courses is available using the Internet and OpenNet Plus, enabling students to take courses at work or home.

Effective in June 2003, SmartForce, the School of Applied Information Technology's commercial distance learning courses for information technology professionals and end-users, was integrated into FasTrac as Skillsoft IT. Some courses support commercial certification exams.

Individuals receive a password, which gives them access to any of the computer-based self-study courses for one year. To review the FasTrac catalog or to enroll, go to <http://fsi.state.gov/fastrac> on the OpenNet and click on "Enroll Now."

School of Language Studies (SLS)

If you are considering an overseas tour or TDY, there is a new series of interactive multimedia programs, called *Out and About*. This series of CD-ROMs is designed to introduce newcomers at post to the local linguistic and cultural environment. Current titles include *Out and About Ankara, Athens, Bangkok, Beijing, Cairo, Istanbul, Kiev, Moscow, St. Petersburg, Seoul and Tokyo*. More are on the way. For more information on these courses along with registration directions, go to the FSI website on the OpenNet at <http://fsi.state.gov/fsi/sls>.

School of Professional and Area Studies

The School of Professional and Area Studies offers professional skills training through distance learning. Some of the available titles are: *How to Be a Contracting Officer Representative, Management Controls Workbook, Purchase Card Training, Consular Correspondence Course, Consular Management at a Small Post, Overseas Cashier's Course, Basic NEPA Record Keeping*, and *Overseas Operations* to name a few. For a more complete listing of available distance learning titles, go to the FSI web on the OpenNet at <http://fsiweb.fsi.state.gov/fsi/spas.asp>.

School of Applied Information Technology (SAIT) Distance Learning Program

The School of Applied Information Technology (SAIT) utilizes the Information Technology courses within the FasTrac program as either an enhancement to or an alternative to classroom training for IT professional certifications. Students may enroll at any time and begin courses immediately. Certification is available to all Department of State employees, specifically IT professionals and end users. Currently courses are available to support 23 different professional certification areas. Students may test for industry-standard certifications at the SAIT Prometric Test Center.

For more information on the certifications, courses required for each certification and the exam procedures, visit the SAIT website at <http://fsi.state.gov/fsi/sait/dl.asp>.

Training for All Civil Service Employees

In this section, you will see summary charts showing the recommended training continuum for the Civil Service population in the Department. The continuum is divided into three sections: Basic, Mid and Senior Levels.

At the entry or basic level (generally encompasses up to GS-09), you will take courses designed to enable you to acquire the essential knowledge and skills for successful performance upon entering a given occupation. At the mid-level (usually refers to GS-09 through GS-13), you continue to develop your technical skills, but at the same time often become program managers or take on increasing supervisory responsibilities. While at the senior level (generally refers to GS-14 and above), you will focus less on developing technical and information technology skills, and more on developing skills for managing resources, strategic planning, visioning and influencing others.

Each level provides recommended courses in “Communication and Interpersonal”, “Leadership and Management” and “Information Technology” skills. We also recognize that professional development takes place on the job as well as through other activities outside of the classroom. Therefore, we have included some suggested developmental activities at each level.

The continuum is intended to provide guidance as you develop your Individual Development Plan for your professional growth. In selecting training courses, you and your supervisor should consider your educational background, previous training and experience, job requirements and career aspirations.

Basic Level Training

As an employee entering into the Civil Service, you may already have expertise in the area for which you were hired. There are often agency or federal government specific issues, rules, and procedures with which you may not be familiar if you have not worked previously in the federal government or in the State Department. It is important, therefore, to take Orientation for Civil Service Employees (PN 105) as you begin your employment with the State Department.

In addition to developing technical competencies, basic level Civil Service employees also need to develop communication, interpersonal,

leadership and management, as well as information technology skills. If you have received training in these areas previously, then you may want to look at courses included in the mid-level section. If you have not developed knowledge and skills in these areas, you should plan to take the courses listed below early in your career.

This list of suggested courses is intended to be a guide for you and your supervisor to help identify relevant courses. Please refer to the FSI catalog and *The Leadership and Management Training Continuum* for a more comprehensive listing of courses and services available to you through FSI.

Basic Level	<p>Orientation</p> <p>PN125 Orientation for Civil Service Employees (for new State Department employees)</p> <p>PS800 Cyber Security Awareness (distance learning; required to use OpenNet Plus)</p> <p>Communication/Interpersonal*</p> <p>Recommended:</p> <p>PA143 Customer Service Training PK240 Effective Speaking and Listening Skills PK241 Writing Effective Letters and Memos</p> <p>Suggested:</p> <p>PK143 Proofreading PK146 Job Savvy: Skills for Workplace Success PK159 Drafting Correspondence</p> <p>Leadership and Management**</p> <p>Recommended:</p> <p>Non-Supervisory:</p> <p>PT129 Team Building PT251 Productively Managing Stress</p>
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<p>Basic Level</p>	<p>Information Technology*</p> <p>Recommended:</p> <p>PS201 Introduction to MS Windows NT 4.0</p> <p>PS218 OpenNet Plus and the Internet</p> <p>PS284 Cable Express for End Users</p> <p>PS432 MS Word 2003 Level One</p> <p>PS498 Introduction to Outlook 2003</p> <p>MS Internet Explorer 5.0 End User (distance learning)***</p> <p>MS Office 2003 (distance learning)***</p> <p>Suggested:</p> <p>PS440 MS PowerPoint 2003 Level One</p> <p>PS450 MS Access 2003 Level One</p> <p>PS470 MS Excel 2003 Level One</p> <p>Take some distance learning courses through FSI's FasTrac Program. For a course catalog or to enroll, visit http://fsi.state.gov/fastrac on the OpenNet.</p> <p>Suggested Developmental Activities</p> <ul style="list-style-type: none"> • Attend briefings • Read your Bureau Performance Plan • Read professional journals and magazines • Shadow a mid-level manager for a few days • Short rotational assignment in the Bureau or Agency Front Office <p>As time permits:</p> <ul style="list-style-type: none"> • Attend lectures in the local area on professionally relevant topics • Participate in activities of professional non-profit societies and associations • Go on informal visits (individually or with your supervisor or coworkers) to meet counterparts in other agencies/ organizations
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*Employees who are located outside of the Washington, D.C. metropolitan area may find it more cost effective to take equivalent courses from the Graduate School, USDA, colleges or universities or private vendors in their local area through the FSI External Training Program. Contact the FSI Registrar's Office at (703) 302-7145.

** For a more comprehensive list of courses, see *The Leadership and Management Training Continuum* <http://fsi.state.gov/fsi/lms/docs/LMSContinuum.pdf>.

*** Distance Learning Courses. For more information, visit <http://fsi.state.gov/fsi/sait/dl.asp>.

Mid-Level Training

As a mid-level employee, you will generally have had several years of experience in the Department or as a federal employee in another agency. At this point you need to further develop your communication, interpersonal, leadership and management as well as information technology skills. A knowledge of public diplomacy issues is also beneficial.

Therefore, your training at this point will emphasize team building, team leadership, performance management, and subordinate development. This list of suggested courses is intended to be a guide for you and your supervisor to help identify relevant courses. Please refer to the FSI catalog and *The Leadership and Management Training Continuum* for a more comprehensive listing of courses and services available to you through FSI.

Mid-level employees frequently have team leadership or supervisory responsibilities.

<p>Mid-Level</p> <p>(See also courses at earlier levels if not yet taken)</p>	<p>Communication/Interpersonal*</p> <p>Recommended: PK240 Effective Speaking and Listening Skills PK241 Writing Effective Letters and Memos</p> <p>Suggested: PD520 Visual Aid Basics PY126 Speechwriting and Presentation Skills</p> <p>Leadership and Management**</p> <p>Recommended: Non-Supervisory: PT129 Team Building PT206 Managing Change PT212 Creative Problem Solving PT213 Starting Right: A Seminar for Program Directors PT216 Seven Habits of Highly Effective People PT224 Influence by Design PT225 Valuing Diversity in the Workplace PT251 Productively Managing Stress PT252 Managing Up: Working Effectively With Your Manager</p>
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<p>Mid-Level</p> <p>(See also courses at earlier levels if not yet taken)</p>	<p>Supervisory:</p> <p>PD529 Strategic Planning and Performance Measurement (distance learning)</p> <p>PT129 Team Building</p> <p>PT212 Creative Problem Solving</p> <p>PK245 Basic Leadership Skills**</p> <p>PK246 Employee Relations</p> <p>PT107 EEO/Diversity Awareness for Managers and Supervisors</p> <p>PT121 Managing People Problems</p> <p>PT205 Performance Management Seminar</p> <p>PT208 Managing State Projects</p> <p>PT211 Coaching</p> <p>PT214 Managing Conflict Productively</p> <p>PT215 Team Leadership Workshop</p> <p>PT217 Running Effective Meetings Workshop</p> <p>PT218 Leading in a Diverse Workforce</p> <p>PT253 Negotiation Skills For Managers</p> <p>Information Technology*</p> <p>Recommended:</p> <p>PS280 Introduction to MS Project 2000</p> <p>PS433 MS Word 2003 Level Two</p> <p>Suggested:</p> <p>PS441 MS PowerPoint Level Two</p> <p>PS451 MS Access 2003 Level Two</p> <p>PS471 MS Excel 2003 Level Two</p> <p>PS418 Web Development Fundamentals</p> <p>Public Diplomacy</p> <p>Suggested:</p> <p>PY113 Public Diplomacy Basics</p> <p>PY230 New Trends in Public Diplomacy</p> <p>Administrative Management</p> <p>Recommended:</p> <p>Non-Supervisory (Select as Needed)</p> <p>PA135 Property Management for Custodial Officers</p> <p>PA150 CFMS System Overview and Orientation</p> <p>PA160 Domestic Administrative Officer Seminar</p> <p>PA173 Contracting Officer Representative Update</p>
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Mid-Level

(See also courses at earlier levels if not yet taken)

PA177 NEPA for Windows, Domestic Record Keeping (distance learning)
 PA178 Becoming a Contracting Officer's Representative or
 PA296 How to Be a Contracting Officer Representative (distance learning)
 PA222 Introduction to Simplified Acquisitions and Requisitions (self-study)
 PA291 How to Be a Certifying Officer (self-study)
 PA297 Purchase Card Self-Certification (distance learning)
 PA375 ILMS Ariba Requester (distance learning)
 PD538 Domestic Emergency Management (distance learning)

**Recommended:
Supervisory**

PA137 Management Controls Workshop or
 PA164 Management Controls Workbook (self-study)
 PA215 Principles of Appropriation Law
 PD529 Strategic Planning and Performance Measurement
 PA361 ILMS Ariba Approver (distance learning)
 PA374 ILMS Ariba Budget and Fiscal (distance learning)

**Non-FSI
Recommended:
Supervisory**

Graduate School, US Department of Agriculture (USDA)
 Management Concepts, Inc. (MCI)
 Federal Personnel Management Institute (FPMI)

Introduction to Government Contracting (USDA) or
 Introduction to Federal Contracting (MCI)
 Introduction to Human Resources Management (USDA) or
 Critical Human Resource Management Skills (FPMI)
 Introduction to Federal Budgeting (USDA) or
 The Federal Budget Process (MCI)
 Budget Justification and Presentation (USDA) or
 Writing Effective Budget Justifications (MCI)
 Introduction to Financial Management (USDA) or
 Federal Financial Management Overview (MCI)

Take some distance learning courses through FSI's FasTrac Program. For a course catalog or to enroll, visit <http://fsi.state.gov/fastrac> on the OpenNet.

<p>Mid-Level</p> <p>(See also courses at earlier levels if not yet taken)</p>	<p>Suggested Developmental Activities</p> <p>Attend the following briefings:</p> <ul style="list-style-type: none"> • Intelligence Security Briefing (Bureau of Intelligence and Research) • Security Refresher Briefing (Diplomatic Security) • Read professional journals and magazines • Shadow a senior level executive, a Special Assistant to an Assistant Secretary or Under Secretary for a few days • Rotational assignments in the bureau policy office (to learn policy development) • Assist with a Secretarial, Presidential, or First Lady visit to a foreign country • Participate on a Departmental Task Force <p>As time permits:</p> <ul style="list-style-type: none"> • Volunteer for a leadership role in a personal or professional capacity • See activities listed above under Entry Level • Apply for a Career Development Program such as a USDA Leadership Development Program, a Congressional Fellowship or the Council for Excellence in Government Fellows Program**** • Apply for a long-term training opportunity****
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*Employees who are located outside of the Washington, D.C. metropolitan area may find it more cost effective to take equivalent courses from the Graduate School, USDA, colleges or universities or private vendors in their local area through the FSI External Training Program. Contact the FSI Registrar's Office at (703) 302-7145.

** For a more comprehensive list of courses, see *The Leadership and Management Training Continuum* <http://fsi.state.gov/fsi/lms/docs/LMSContinuum.pdf>. Please note that PK245, Basic Leadership Skills, is a mandatory course for GS-13 employees.

*** Distance Learning Courses. For more information, visit <http://fsi.state.gov/fsi/sait/dl.asp>.

**** More information follows after this section on *Training for Specific Series and Job Functions*

Senior Level Training

Your focus now will be less on developing technical and information technology skills, and more on developing skills to manage human, financial, and technological resources, as well as strategic planning, visioning, and influencing skills. Enhanced communication, leadership and management skills become critical for you to move into leadership and management positions. You should emphasize developing leader-

ship and executive skills to prepare for top level assignments and on developing an understanding of domestic and international issues and agencies.

This list of suggested courses is intended to be a guide for you and your supervisor to help identify relevant courses. Please refer to the FSI catalog and *The Leadership and Management Training Continuum* for a more comprehensive listing of courses and services available to you through FSI.

<p>Senior Level</p> <p>(See also courses at earlier levels if not yet taken)</p>	<p>Communication/Interpersonal*</p> <p>Suggested:</p> <p>PY 126 Speechwriting and Presentation Skills</p> <p>Leadership and Management**</p> <p>Recommended:</p> <p>PT133 Senior Executive Threshold Seminar **</p> <p>PT207 Intermediate Leadership Skills**</p> <p>PT209 Executive Overview to Managing State Projects</p> <p>PT210 Advanced Leadership Skills**</p> <p>PT213 Starting Right: A Seminar for Program Directors</p> <p>PT216 Seven Habits of Highly Effective People</p> <p>PT218 Leading In A Diverse Workforce</p> <p>PT221 Four Roles of Leadership</p> <p>PT224 Influence By Design</p> <p>PT251 Productively Managing Stress</p> <p>For GS-15 and above:</p> <p>PT300 Leader as Facilitator</p> <p>PT301 Appearing Effective in the Media</p> <p>PT302 Testifying Before Congress</p> <p>PT303 Crisis Leadership</p> <p>PT304 Deputy Assistant Secretary as Leader</p> <p>PT305 Executive as Coach and Mentor</p> <p>Public Diplomacy</p> <p>Recommended:</p> <p>PY113 Public Diplomacy Basics</p>
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<p>Senior Level</p> <p>(See also courses at earlier levels if not yet taken)</p>	<p>Suggested: PY230 New Trends in Public Diplomacy</p> <p>Information Technology* Courses not taken at the mid-level as desired</p> <p>Take some distance learning courses through FSI's FasTrac Program. For a course catalog or to enroll, visit http://fsi.state.gov/fastrac on the OpenNet.</p> <p>Suggested Developmental Activities</p> <ul style="list-style-type: none"> • Rotational assignment to another Foreign Affairs agency and/or non-governmental organization or private company • Apply for a Career Development Program such as the USDA Executive Potential Program, a Congressional Fellowship or the Council on Excellence in Government Fellows Program**** • Apply for a long-term training opportunity**** • Volunteer for a Departmental Task Force
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*Employees who are located outside of the Washington, D.C. metropolitan area may find it more cost effective to take equivalent courses from the Graduate School, USDA, colleges or universities or private vendors in their local area through the FSI External Training Program. Contact the FSI Registrar's Office at (703) 302-7145.

** For a more comprehensive list of courses, see *The Leadership and Management Training Continuum* <http://fsi.state.gov/fsi/lms/docs/LMSContinuum.pdf>. Please note that PT207, Intermediate Leadership Skills, is a mandatory course for GS-14 employees. PT210, Advanced Leadership Skills, is a mandatory course for GS-15 employees. PT133 Senior Executive Threshold Seminar is a mandatory course for new Senior Executive Service (SES) employees.

*** More information follows after this section on *Training for Specific Series and Job Functions*